

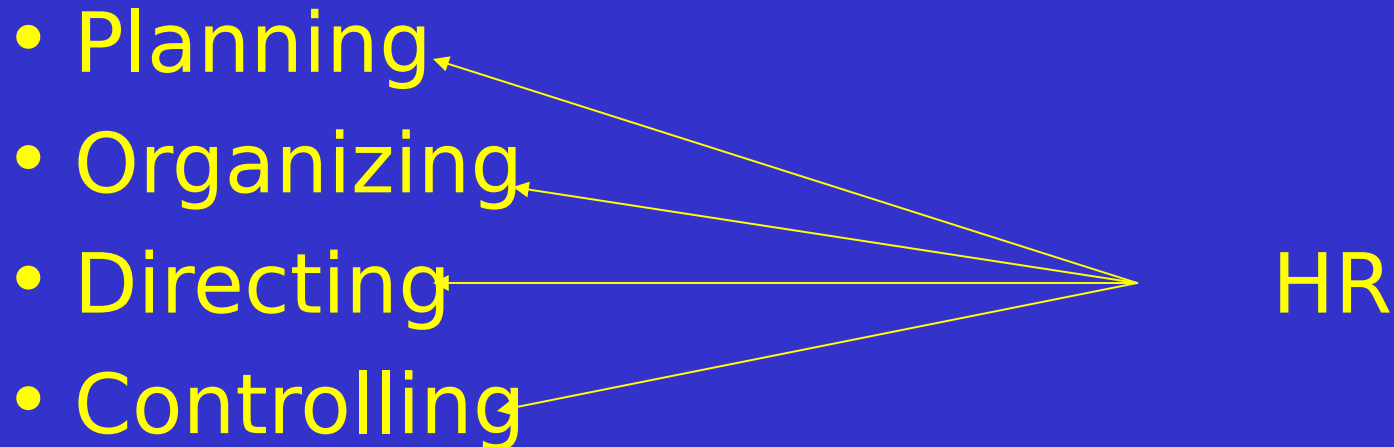
# **HR FOR NEW SUPERVISORS COURSE GOALS**

- **To prepare participants to perform supervisory HR role:**
  - **describe the partnership between supervisors and HR team**
  - **recognize and apply HR terminology**
  - **use web-based HR tools, and**
  - **successfully complete case studies**

# INTRODUCTION

- **Learning Objectives: Without references participants will...**
  - Briefly explain the concept of a “merit system” and list at least 3 merit principles
  - Briefly describe the missions of the Regional Civilian Personnel Operations Center (CPOC) and the onsite HR Civilian Personnel Advisory Center (CPAC)
  - List at least four Civilian HR processes
  - Briefly explain how labor contracts influence civilian HR administration

# THE SUPERVISOR'S JOB



*HR tasks affect a variety of supervisory functions!*

# MERIT SYSTEM

- **The Pendleton Act of 1883 was one of the first Acts of Congress to establish a civil service based on merit.**
- **The Pendleton Act was a response to the assassination of President Garfield by a disgruntled political supporter who expected a “patronage” appointment.**

# MERIT PRINCIPLES

- 1. Recruit from all segments of society; select and advance based on KSAs; provide for fair and open competition.**
- 2. Treat employees and applicants fairly and equitably without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition.**
- 3. Provide equal pay for equal work.**
- 4. Maintain high standards of integrity, conduct, and concern for the public interest.**
- 5. Use the federal work force efficiently and effectively.**

# MORE MERIT PRINCIPLES

- 6. Retain employees on the basis of performance; inadequate performance should be corrected; separate employees who cannot or will not meet performance standards.**
- 7. Provide education and training to improve organizational and individual performance.**
- 8. Protect employees from arbitrary action, personal favoritism, or political coercion; prohibit employees from interfering with election or nomination process.**
- 9. Protect employees from reprisal for lawful disclosure of information on violation of laws or mismanagement, gross waste of funds, or substantial and specific danger to public safety.**

# PROHIBITED PRACTICES

- 1. Discriminate against any employee or applicant on the basis of race, color, religion, sex, national origin, age, or handicapping condition.**
- 2. Solicit or consider any employment recommendation unless it is an evaluation of work performance, ability, aptitude, or general qualifications or an evaluation of character or loyalty.**
- 3. Coerce political activity from any employee.**
- 4. Deceive or obstruct an individual from his or her right to compete for federal employment.**
- 5. Influence a person to withdraw from competition.**

# **MORE PROHIBITED PRACTICES**

- 6. Grant preference or advantage not authorized by law to any employee or applicant.**
- 7. Appoint, promote, or advance a relative in the same agency.**
- 8. Take a personnel action as a reprisal against employees who lawfully disclose information, exercise their appeal rights or refuse to engage in political activity.**
- 9. Retaliate against an employee or applicant for filing an appeal.**



# PROHIBITED PRACTICES

- 10. Discriminate on basis of non-performance related conduct.**
- 11. Take any action which violates the merit system principles.**
- 12. Knowingly violate veterans' preference requirements.**

**Stop here to show OPM Videotape.**

# EXERCISE

- 1. Select a Merit Principle or Prohibited Personnel Practice at each table**
- 2. Discuss how violations of the principle or practice might occur**
- 3. Discuss ways to avoid violations**
- 4. Be prepared to share your ideas with the class**

# **SUMMARY - MERIT PRINCIPLES**

- **Be aware of Merit Principles and Prohibited Personnel Practices**
- **Think before you take action**
- **Consult with HR and other advisors**
- **Supervisors are held to a higher standard**
- **Be aware of perceptions even when action is “strictly legal”**

# WHISTLEBLOWER PROTECTION ACT (WPA)

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- Office of Special Counsel Requirements
  - **Place informational posters regarding the laws**
  - **Provide written information about the WPA to new employees**
  - **Provide written information on WPA to current employees on annual basis**
  - **Train supervisors on the WPA every three years**
  - **Create computer link from agency to OSC**

# WHISTLEBLOWER PROTECTION

- Prohibited Personnel Practices include taking reprisals against whistleblowers
- Website: [www.osc.gov/ppp.htm](http://www.osc.gov/ppp.htm)
- Instructions for submitting claims are provided at the Office of Special Counsel website.

# ARMY HR PHILOSOPHY

- **Management makes HR decisions**
- **Management powers down - delegates to lowest level**
- **HR staff advise, assist, and provide tools**
- **HR Strategic goal -- Recruit, develop, and retain a quality, representative workforce**

# REGIONAL STRUCTURE

- **CONUS Regions (including CPOCs)**
  - **Northeast, North Central, South Central, Southwest and West**
  - **Report to CHRA (Civilian Human Resource Agency)**
- **OCONUS Regions (including CPOCs)**
  - **Europe, Korea, Pacific**
  - **Report to CHRA**

# **REGIONAL STRUCTURE (continued)**

- **Civilian Personnel Advisory Centers**
  - **105 CPACs world-wide report to Regional Directors then CHRA**
- **Structure became effective beginning FY04**



# HR STAKEHOLDERS

- **Employees**
- **Supervisors/Managers**
- **CPAC Staff**
- **CPOC Staff**
- **ABC-C Staff**
- **Liaison Staff (in serviced organizations)**
- **Applicants & other external parties**
- **Labor Representatives**

# HR MISSIONS

- **HR Regions**
  - **Direct the work of CPOCs / CPACs**
  - **Provide training to meet common needs**
- **Civilian Personnel Operations Centers (CPOC)**
  - **Process HR actions; perform region-wide HR administration; manages information systems**

# HR MISSIONS

- **Civilian Personnel Advisory Centers (CPAC)**
  - **Provide local strategic HR advice; coordinate with CPOC; perform labor relations; management-employee relations**
- **Army Benefits Center-Civilian (ABC-C)**
  - **Provides information and advice on benefits administration; processes transactions**

# HR PROCESSES

- **Position Classification**
- **Hiring, Promotion, & Placement**
- **Training Requirements**
- **MER Advisory Service**
- **Labor Relations Advisory Service**
- **Employee Benefits & Services**

# STAGES OF AN HR PROCESS

- **Customer identifies need & discusses with CPAC**
- **CPAC provides information & advice**
- **Customer initiates appropriate HR action**
- **Request for action flows to CPOC**
- **CPOC reviews & processes action**
- **CPOC updates HR records**
- **Customer receives product / result / follows up**
- **(Training requirements are processed thru CPAC / Regional HRD Division)**

# CONTEXT FOR CIVILIAN HR

- **Law/Executive Order**
- **Labor Agreement, if any**
- **Code of Federal Regulations (CFR)**
- **DOD Policies & Regulations**
- **Army Policies & Regulations**
- **MACOM, Regional and Local Policies & Regulations, e.g. Merit Promotion Plan, Pay Setting Policy**

# HUMAN RESOURCES

- Is merit based and founded in law
  - Any Questions ?